



PROGRAM: CITY TREASURER
FUND: GENERAL
PROGRAM GROUP: CITY TREASURER

ACCT NO. 0010310

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$101,582	\$105,520	\$107,930	\$109,511
MAINTENANCE & OPERATIONS	83,859	84,375	88,558	88,411
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$185,441	\$189,895	\$196,488	\$197,922
FULL TIME POSITIONS	0.75	0.75	0.75	0.75
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

MISSION STATEMENT:

The Office of the City Treasurer has the mission of providing professional cash management for the City of Carlsbad and all of its agencies including, among others, the Carlsbad Municipal Water District and the Carlsbad Redevelopment Agency.

PROGRAM ACTIVITIES:

Cash Management

- Develop projections of cash receipts and cash expenditures from various City and external sources.
- Maintain records of cash receipts and cash disbursements into the Treasury.
- Retrieve daily on-line bank statements and return check listing, verify receipt of anticipated deposits, ensure that all checks paid by the bank were valid City checks.
- Transfer cash daily into or out of the general checking account to ensure that appropriate balances are maintained for the anticipated activity of the next day.
- Execute all electronic wires of funds, ensuring that all are signed by authorized personnel and are supported by proper documentation.
- Develop contracts for cost-effective banking, both retail and custody services.
- Arrange for lines of credit and short-term loans as needed.
- Develop, maintain, and ensure compliance with all Treasury internal controls.

Investment Management

- Develop and maintain the City's Investment Policy and present annually, or as necessary, to the City Council for approval. Incorporate in the Investment Policy any changes in the City's financial requirements that affect investments. Ensure compliance with the California Government Code.
- Develop and maintain a pool of investments for the City and its agencies.
- Research daily international and national financial markets and the financial forecasts.
- Determine daily the type of investments that should be made, considering the current cash position and financial markets. Determine the dollar amount of the investment and the desired maturity date.
- Solicit telephone bids from approved financial institutions/brokers for available investments.
- Evaluate investment alternatives and effect investment purchases. Prepare trade authorizations and arrange for payment, delivery, and safekeeping of all purchases. Verify receipt and correctness of investments made.
- Maintain record for all investments and investment income.
- Reconcile the custodian's monthly report of investments held with Treasury records.
- Arrange for collateral contracts as required.

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PROGRAM ACTIVITIES (continued):

Reporting and Oversight

- Develop and present to the City Council monthly reports of investment activities.
- In a timely manner, disclose to the City Council any information that could potentially threaten the safety and liquidity of the investment pool.
- Develop and present to the City Council annual reports summarizing and analyzing the financial markets and the portfolio performance for the past fiscal year. Compare the past fiscal year with the four preceding fiscal years to provide perspective.
- Develop investment data for the City's Comprehensive Annual Financial Report.
- Develop investment data for the City's annual financial audit conducted by an independent auditor.
- Develop agenda, convene, conduct, and record proceedings of the Investment Review Committee each quarter, or more frequently as needed.
- Meet frequently with Council and Leadership team to coordinate monetary policy with financial goals.

WORKLOAD STATISTICS:

	FY 2007	FY 2008	FY 2009	FY 2010	(Est.) FY 2011
Portfolio Balance (millions of \$)	\$556	\$563	\$570	\$574	\$575

<u>Investment Activity</u>					
Transactions	165	397	381	454	427
Average Buy (millions)	\$4.20	\$1.91	\$2.21	\$2.29	\$1.95

KEY GOALS FOR 2011-12:

Financial Health

- Anticipate and meet the changing investment needs of the City in order to optimize investment returns, consistent with maintaining safety of principal, and ensuring sufficient liquidity.

Learning, Culture & Arts

- Offer speaking engagements on City cash management and investments.
- Further develop the Treasury page of the City's website, informing the community of the mission of the Office of the Treasury, the City's Investment Policy, and investment activities. Use the website as a forum to receive and respond to community comments and questions.

SIGNIFICANT CHANGES:

None

PROGRAM: CITY MANAGER
FUND: GENERAL
PROGRAM GROUP: CITY MANAGER

ACCT NO. 0011010

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$1,122,431	\$1,290,688	\$1,261,594	\$1,174,524
MAINTENANCE & OPERATIONS	335,004	286,215	308,729	317,247
CAPITAL OUTLAY	0	21,568	0	0
GRAND TOTAL	\$1,457,435	\$1,598,471	\$1,570,323	\$1,491,771
FULL TIME POSITIONS	9.00	8.00	8.00	7.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

PROGRAM GROUP DESCRIPTION:

The City Manager's Office supports the operational function of the city. In addition to maintaining the operations of the city, the City Manager assists city departments toward achievement of the City Council's strategic goals and priorities.

PROGRAM ACTIVITIES:

Financial

- Promote sound financial practices and a balanced revenue expenditure base.

Administration

- Provide timely and reasonable responses to citizens and customers.

Policy Development

- Assist the City Council in policy development that leads to the achievement of the community's vision.

PROJECTS AND PROGRAMS UNDERWAY:

The Strategic Goals and Organization Priorities are shown on the City Council Program page. The City Manager's office also supports the following projects and programs that are continuing from the previous fiscal year:

- Economic Development
 - Development review process recommendations
 - Power plant, CEC and emergency ordinance
 - Prop D implementation
 - Westfield lease and project review
 - Envision Carlsbad – General Plan update
- Financial Health
 - Automated meter reading
 - Citizen Relationship Management Program
 - Corporate yard relocation
 - Desalinization plant review
 - Human Resources Management System
 - Hydro electric project
 - Labor negotiations
- Parks, Open Space and Trails
 - Lake Calavera Master Plan implementation
 - Landscape improvements to Pine Park (Madison Property)
 - Leo Carrillo barn restoration
- Transportation
 - La Costa Avenue traffic calming

PROGRAM: CITY MANAGER
FUND: GENERAL
PROGRAM GROUP: CITY MANAGER

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PROJECTS AND PROGRAMS UNDERWAY (continued):

Ongoing Priorities

- Aqua Hedionda dredge project
- Fire Station 3 relocation
- Joint First Responders Training Facility construction & operations
- New restrooms at Pine Park
- Solid waste strategy and contracts
- Vista-Carlsbad interceptor
- Water and sewer master plans
- Water recycling – next phase

PERFORMANCE MEASURES:

The City Manager's Office is measured by the overall success of the organization in accomplishing the organizational priorities of the city.

SIGNIFICANT CHANGES:

Eliminated Management Analyst position.

PROGRAM: COMMUNICATIONS
FUND: GENERAL/SPECIAL REVENUE
PROGRAM GROUP: COMMUNICATION/VIDEO PRODUCTION
LOCAL CABLE INFRASTRUCTURE FUND

ACCT No. 0011012/
0011015/1381010

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$319,045	\$373,414	\$359,263	\$367,951
MAINTENANCE & OPERATIONS	454,958	518,496	618,740	626,040
CAPITAL OUTLAY	72,927	70,739	82,585	52,632
GRAND TOTAL	\$846,930	\$962,649	\$1,060,588	\$1,046,623
FULL TIME POSITIONS	2.75	2.75	2.75	2.75
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00
GENERAL FUND	\$674,407	\$765,065	\$691,628	\$679,661
SPECIAL REVENUE	172,523	197,584	368,960	366,962
TOTAL FUNDING	\$846,930	\$962,649	\$1,060,588	\$1,046,623

PROGRAM GROUP DESCRIPTION:

The goal of the city's communication program is to ensure mutually beneficial, two-way communication with internal and external audiences about city issues and services, leading to a more responsive government and a high level of public confidence. This program is carried out by communicating about issues related to the core values of the community's vision for their city; developing meaningful public involvement programs for city issues that engage the community in city decision making; increasing government transparency and service by providing timely, accurate and easy to understand information about city issues and services; enabling the city to communicate with one voice across all city departments; helping city staff be aware of and understand city issues; and providing ongoing communication skills training for city staff.

PROGRAM ACTIVITIES:

Significant work programs include:

- **Informational materials:** Develop fact sheets, flyers, newsletters, Q&A documents and other written communication pieces that further understanding of city issues, news, services and events.
- **Online communication:** Manage the city's website, social media presence, email communication and other interactive communication technologies.
- **Video production:** Produce informative video productions about city issues, news, services and events.
- **Cable channel:** Enable the community to watch City Council meetings and find out about city issues, news, services and events on a 24/7 channel stream.
- **Community outreach and involvement:** Create partnerships with community organizations and develop programs that enhance public involvement in city government decision making.
- **Media relations:** Provide accurate, timely information to the media.
- **Advertising:** On a limited basis, purchase advertising to reach the city's audiences with information about city issues, news, services and events.
- **Training:** Provide communication skills training to city staff.
- **Internal communication:** Provide easy access, through a variety of channels, to information of interest to and affecting city employees.
- **Emergency communication:** Maintain a trained team of city staff and updated action plan to ensure the community has access to important information during an emergency.



PROGRAM: COMMUNICATIONS
FUND: GENERAL/SPECIAL REVENUE
PROGRAM GROUP: COMMUNICATION/VIDEO PRODUCTION
LOCAL CABLE INFRASTRUCTURE FUND

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ACCT NO. 0011012/
0011015/1381010

KEY ACHIEVEMENTS FOR FY 2011-12:

- Maintained an 80 percent level of satisfaction with city-resident communication and a 78 percent level of confidence in city government.
- Launched a new online city newsroom making it easier to provide information to the community and integrate with new social media channels.
- Created an updated e-newsletter providing regular updates to residents about city issues, services and events.
- Developed two new video series, City at Your Service and Ask the City, to provide easy to understand information to the community about city services and issues.
- Completed a "Welcome to Carlsbad" guide mailed to all new residents throughout the year as a way to familiarize them with city services and the community.
- Expanded the city's presence on social media channels increasing the reach of city-generated information through new online communication channels.
- Added AT&T U-verse as a provider of the city's 24/7 cable channel, and set up a live stream of the channel on the city website.
- Recognized as having the best city newsletter, Carlsbad Currents, from the statewide California Association of Public Information Officials.

KEY GOALS FOR 2011-12:

The city will continue to make communication a priority in 2011-12. Promoting government transparency, raising awareness of city programs and services, encouraging public involvement, and making it easier for businesses to get the information they need about city processes and services are all goals for this year.

To adapt to trends in public behavior and technology, the city is updating its communication methods to provide more information online, through its website and social media sites, in addition to traditional communication channels.

SIGNIFICANT CHANGES:

None

PROGRAM: CITY ATTORNEY
FUND: GENERAL
PROGRAM GROUP: CITY ATTORNEY

ACCT NO. 0011210

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$1,142,249	\$1,149,548	\$1,165,895	\$1,185,702
MAINTENANCE & OPERATIONS	146,157	143,434	146,396	150,758
CAPITAL OUTLAY	0	1,957	0	0
GRAND TOTAL	\$1,288,406	\$1,294,939	\$1,312,291	\$1,336,460
FULL TIME POSITIONS	7.00	7.00	7.00	7.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

PROGRAM GROUP DESCRIPTION:

Provide legal advice, assistance, and guidance in accomplishing and implementing the City Council's strategic goals.

PROGRAM ACTIVITIES:

The City Attorney's Office provides legal advice and representation to the City Council, Housing and Redevelopment Commission, Carlsbad Municipal Water District, City Clerk, City Treasurer, City Manager, Boards and Commissions, and other City offices in order to provide services to the public as required or permitted by law. The City Attorney is also responsible for assisting in the interpretation, administration, and enforcement of laws and regulations and City programs.

This office drafts and reviews all resolutions, ordinances, contracts, bonds, election petitions, and other legal documents. The office is responsible for all litigation on behalf of or against the City, Carlsbad Municipal Water District, Redevelopment Commission, or other City entities. The office is handling more litigation in-house in order to reduce outside attorney's costs.

KEY GOALS FOR 2010-11:

To provide quality and timely legal advice to all elected and appointed City officials and all major service areas, assisting them in making sound legal decisions to carry out the goals of the City Council.

SIGNIFICANT CHANGES:

None

PROGRAM: RECORDS MANAGEMENT
FUND: GENERAL
PROGRAM GROUP: RECORDS MANAGEMENT

ACCT NO. 0011610

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$695,665	\$659,049	\$722,640	\$556,025
MAINTENANCE & OPERATIONS	149,221	118,098	140,384	142,486
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$844,886	\$777,147	\$863,024	\$698,511
FULL TIME POSITIONS	8.00	8.00	8.00	6.25
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.50

PROGRAM DESCRIPTION:

The Records Management Department is responsible for developing and implementing citywide records management and document management programs, and is tasked with maintaining city records in an identifiable and accessible manner to fulfill public, legal, and historical requirements for preservation and storage of information. The Records Management Department also provides staff support for the City Clerk.

PROGRAM ACTIVITIES:

Records Management

- Manage the citywide Records Management Program and Document Management System (DMS).
- Maintain city records in an identifiable and accessible manner in fulfillment of public, legal, and historical requirements for preserving and storing information.

Administrative Support Activities

- Provide staff support for City Clerk functions such as elections, the Public Records Act, noticing, processing documents for recordation, and updating the Municipal Code.
- Assist the public and City staff by providing information such as minutes, agendas, ordinances, resolutions, deeds, and other critical documents.

KEY ACHIEVEMENTS FOR 2010-11:

- Continued implementation of the DMS Master Plan roles and responsibilities.
- Revised the Records Retention Schedule to align with the new organization of the city.
- Reviewed and updated DMS Policies, Standards, and Procedures.
- Completed cleanup of all contracts and agreements
- Assisted the City Clerk with the November 2010 General Municipal Election.

KEY GOALS FOR 2011-12:

Top Quality Services

- Continue to educate key personnel on the use of the DMS, Electronic Records, Public Records Act, and Subpoena processing.
- Continue to provide resource information to the organization via the Intranet and to the public via the Internet.
- Prepare Records Emergency Action Plan for responding to disasters.
- Conduct records audits throughout the organization to ensure compliance with the Records Management Program.
- Explore options for future migration of records currently maintained in the Document Management System.

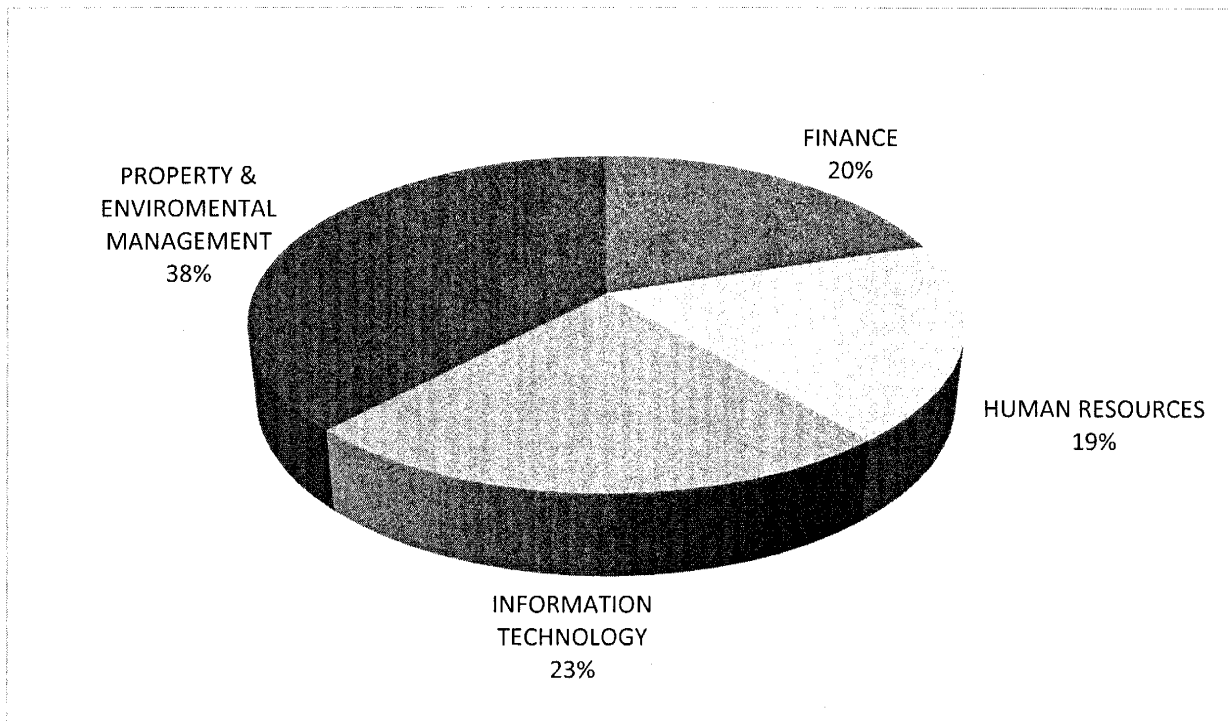
SIGNIFICANT CHANGES:

Savings has been achieved through personnel changes/reduction. A temporary employee was replaced with a .5 part-time employee. 1 Senior Office Specialist and .75 of the Records manager will be eliminated.

PROGRAM: INTERNAL SERVICES
FUND: VARIOUS
PROGRAM GROUP: VARIOUS

SUMMARY

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$11,308,013	\$11,192,551	\$11,245,412	\$11,634,680
MAINTENANCE & OPERATIONS	13,305,294	12,068,937	13,927,445	14,157,676
CAPITAL OUTLAY	1,943,028	1,930,337	1,572,012	2,162,186
GRAND TOTAL	\$26,556,335	\$25,191,825	\$26,744,869	\$27,954,542
FULL TIME POSITIONS	107.55	107.25	103.60	101.60
HOURLY/FTE POSITIONS	4.34	4.84	5.34	5.34

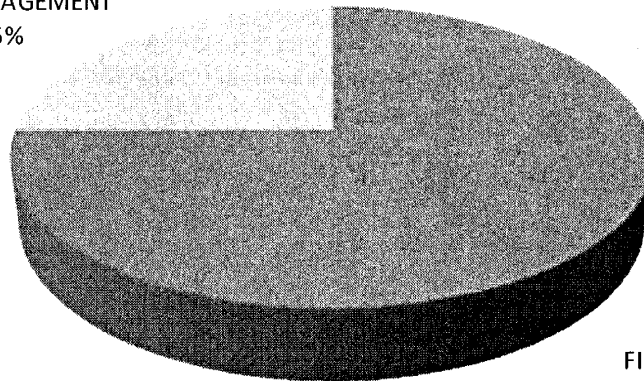


PROGRAM: FINANCE
FUND: VARIOUS
PROGRAM GROUP: FINANCE

SUMMARY

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$3,082,698	\$3,034,291	\$3,147,062	\$3,192,173
MAINTENANCE & OPERATIONS	2,256,040	2,049,395	2,327,929	2,364,886
CAPITAL OUTLAY	23,156	2,724	0	0
GRAND TOTAL	\$5,361,894	\$5,086,410	\$5,474,991	\$5,557,059
FULL TIME POSITIONS	31.00	31.00	30.50	30.50
HOURLY/FTE POSITIONS	1.00	1.00	1.00	1.00

RISK MANAGEMENT
25%



FINANCE
75%

PROGRAM: FINANCE
FUND: GENERAL/ENTERPRISE
PROGRAM GROUP: FINANCE

ACCT NO. 0011310

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$2,858,386	\$2,847,903	\$2,960,145	\$3,001,048
MAINTENANCE & OPERATIONS	1,171,295	1,117,461	1,047,675	1,174,967
CAPITAL OUTLAY	23,156	2,724	0	0
GRAND TOTAL	\$4,052,837	\$3,968,088	\$4,007,820	\$4,176,015
FULL TIME POSITIONS	29.00	29.00	29.00	29.00
HOURLY/FTE POSITIONS	1.00	1.00	1.00	1.00
GENERAL FUND	\$3,412,776	\$3,290,451	\$3,298,808	\$3,383,709
WATER ENTERPRISE	416,039	440,464	460,858	514,998
STORM WATER	16,002	16,941	17,725	19,808
SOLID WASTE	16,002	16,941	17,725	19,808
WASTEWATER ENTERPRISE	192,018	203,291	212,704	237,692
TOTAL FUNDING	\$4,052,837	\$3,968,088	\$4,007,820	\$4,176,015

MISSION STATEMENT:

Our mission is to ensure that the City of Carlsbad makes sound financial decisions by setting and implementing a strategic financial direction. We take pride in accomplishing this mission by maintaining individual and departmental credibility; working together as a team while respecting each other's differences; and consistently striving to go above and beyond expectations.

WORK PROGRAM:

The Finance Department's work program includes the program activities below. The total FY 2011-12 budget is allocated to the General Fund and the Water, Storm Water, Solid Waste and Wastewater Enterprise funds as shown in the table above. The allocation of these costs to the Enterprise funds is for the utility billing function performed by Finance.

PROGRAM ACTIVITIES:

Long-Range Financial Planning and Budget Management

- Prepare ten-year operating forecasts incorporating various "what-if" scenarios to facilitate decision-making for the City Council and city departments.
- Prepare and monitor annual capital and operating budgets to allocate resources in a cost-effective manner in alignment with the City Council's goals.
- Perform bi-annual review of all city fees and annual cost allocation plan.

General Accounting and Reporting

- Accurately bill, collect, record, and report all city revenues including follow-up of delinquent accounts.
- Prepare checks for city employees and for service and commodity suppliers.
- Prepare and maintain finance records and documents in conformity with generally accepted accounting principles and applicable legal and contractual provisions.
- Prepare Comprehensive Annual Financial Report in conformity with generally accepted accounting principles.
- Provide the City Council and City management with timely monthly financial reports.
- Perform in-house internal control reviews as needed.

PROGRAM: FINANCE
FUND: GENERAL/ENTERPRISE
PROGRAM GROUP: FINANCE

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PROGRAM ACTIVITIES (continued):

Assessment District/Community Facilities District (CFD) Administration

- Assist in evaluation and formation of new districts.
- Issue bonds for capital projects when required. Pay debt service and provide continuing disclosure information.
- Provide administration of CFDs and assessment districts as required by formation documents and state law.

Purchasing

- Issue and manage formal bid and quotation processes.
- Track and renew annual commodity and service contracts and joint agency contracts.
- Assist city departments in the creation and administration of contracts.

Receiving, Messenger, and Mail Services

- Act as shipping and receiving for the Faraday Administration Center.
- Direct disposal of surplus and lost/unclaimed property.
- Collect outgoing city mail and apply postage.
- Sort and distribute all incoming city mail.

WORKLOAD AND PERFORMANCE INDICATORS:

	FY 2008	FY 2009	FY 2010
• Average number of days to issue Monthly Financial Status Report	12	10.7	10.2
• Awards received for CAFR	GFOA	GFOA	Pending
• Awards received for Annual Budget	GFOA & CSMFO Excellence in Operational Budget & Public Communications	GFOA & CSMFO Excellence in Operational Budget & Public Communications	GFOA & CSMFO Excellence in Operational Budget & Public Communications
• Number of business licenses processed	9,405	9,029	9,173
• Number of account payable checks processed	15,301	14,374	14,010
• Number of payroll checks issued	5,494	4,928	4,598
• Number of electronic payroll checks issued	21,196	21,747	22,682
• Outstanding debt issues administered	\$162 million	\$157 million	\$150 million
• Number of purchase orders issued	1,570	1,478	1,140
• Dollar amount of purchase orders issued	\$53 million	\$35 million	\$40 million
• Pieces of mail processed	158,328	151,691	152,201

PROGRAM: FINANCE
FUND: GENERAL/ENTERPRISE
PROGRAM GROUP: FINANCE

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KEY ACHIEVEMENTS FOR 2010-11:

- Continued to maintain a balanced budget throughout the economic recession, without using city reserves.
- Closely monitored the economy and provided frequent updates to the City Council on the city's Ten-Year Financial Forecast to ensure the General Fund remained in balance throughout the year and into the future.
- Continued to automate utility billing by automating the door hanger process. Delinquent customers are notified by an automated phone call of their past due balances and potential service terminations, eliminating the need for a physical notification to be placed at the service address.
- Continued implementation of the payroll component of the new Human Capital Management System.
- Continued development of a Managed Services Program for the city, designed to improve effectiveness and efficiencies of city operations by carefully comparing the costs and benefits of contracting with private business or another government entity against the costs and benefits of providing services in-house.
- Completed Cost Allocation Plan and Fee Study for the coming fiscal year budget.
- Implemented Council Policy 74 – General Fund Reserve Guidelines approved by the City Council April 2008.
- Worked with Carlsbad Municipal Water District in implementing a new rate structure including drought rates and incorporating the revised rate structure into the Utility Billing System.

KEY GOALS FOR 2011-12:

- Continue to monitor the economy and its impact to the Ten-Year Financial Forecast to ensure the General Fund remains in balance.
- Continue to audit internal operations of the city as well as external vendors as appropriate.
- Develop an Infrastructure Replacement Fund Master Plan to ensure that resources are available when needed to replace the city's streets, sidewalks, buildings and other infrastructure.
- Continue the implementation of a Human Capital Management System.
- Continue to promote the city's new online utility bill paying feature.
- Partner with Economic Development Program in developing an economic strategic plan to document the current economic conditions within the City of Carlsbad and develop action plans and opportunities for improved economic sustainability in the future.
- Evaluate the financial sustainability of the city's Lighting and Landscaping Districts.
- Work with Economic Development in exploring financing projects within the South Coastal Carlsbad Redevelopment Area (SCCRDA).

SIGNIFICANT CHANGES:

None

PROGRAM: RISK MANAGEMENT
FUND: GENERAL LIABILITY SELF-INSURANCE
PROGRAM GROUP: RISK MANAGEMENT

ACCT NO. 6121930

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$224,312	\$186,388	\$186,917	\$191,125
MAINTENANCE & OPERATIONS	1,084,745	931,934	1,280,254	1,189,919
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$1,309,057	\$1,118,322	\$1,467,171	\$1,381,044
FULL TIME POSITIONS	2.00	2.00	1.50	1.50
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

PROGRAM GROUP DESCRIPTION:

Risk Management administers the funding of the self-insured and insured portions of the program; manages the administration of property and general liability claims; works in conjunction with the City Attorney's Office and outside counsel to monitor, control, and resolve litigated matters; and provides recommendations and other assistance to various departments to recover losses and minimize the risk of future losses.

PROGRAM ACTIVITIES:

Litigation Management

- The fund is used for settlements, costs, and defense expenses incurred as the result of general liability claims against the City, and for related administration and insurance expenses. Risk Management works with the City Attorney's Office and outside counsel to monitor, control, and resolve litigated matters in the areas of property, casualty, and general liability.

Insurance/Self-Insurance

- Directs the marketing, renewal, planning, and funding of the insured and self-funded portions of the program; administers the general liability self-insurance funds.

Claims Management

- Directs and administers the claims management program for property, casualty, and general liability.

Loss Prevention/Training

- Provides recommendations and other assistance to various city departments to recover losses and minimize the risk of future losses.

KEY ACHIEVEMENTS FOR 2010-2011

Top-Quality Services

- Workshop held on facility use insurance requirements; multiple methods of support and assistance provided to staff of other North County cities to help them obtain correct coverage.
- Written loss recovery guidelines and procedures developed.

KEY GOALS FOR 2011-2012

Top-Quality Services

- Enhance and document liability claims database.

SIGNIFICANT CHANGES:

None

PROGRAM: HUMAN RESOURCES
FUND: GENERAL
PROGRAM GROUP: HUMAN RESOURCES

ACCT NO. 0011510 THRU 0011560

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$1,198,241	\$1,122,078	\$1,150,928	\$1,105,837
MAINTENANCE & OPERATIONS	1,035,356	1,132,958	1,223,369	1,188,429
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$2,233,597	\$2,255,036	\$2,374,297	\$2,294,266
FULL TIME POSITIONS	9.00	9.00	8.15	8.15
HOURLY/FTE POSITIONS	1.50	1.50	1.50	1.50

MISSION STATEMENT:

People are our priority...We take care of the people who take care of Carlsbad.

PROGRAM ACTIVITIES:

Employment & Workforce Planning:

- Proactively manage city staffing in alignment with city financial goals.
- Assist departments in job design/redesign efforts to facilitate efficiency initiatives.
- Proactively plan and schedule recruitment efforts for anticipated key vacancies in FY 2011-12.
- Recruit and select exceptional employees.
- Onboard employees.
- Implement technologies to streamline employment application and selections processes.

Employee Development:

- Provide employee development opportunities for city staff.
- Identify skill gaps in the workforce and conduct targeted training.
- Continue to provide leadership development programs including coaching, assessment tools, and educational resources.
- Implement a technology solution to efficiently manage and organize the city's employee development efforts.

Benefits:

- Develop and implement comprehensive leave policy
- Implement changes due to health care reform
- Implement changes resulting from labor negotiations

Classification and Compensation:

- Classification studies
- Conduct salary surveys to ensure city employee compensation is aligned with the local labor market.

Employee Relations

- Discipline
- Investigations

Human Capital Management System (HCMS)

- Business process reviews
- System implementation
- Training of end users

Labor Negotiations

PROGRAM: HUMAN RESOURCES
FUND: GENERAL
PROGRAM GROUP: HUMAN RESOURCES

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ACCT NO. 0011510 THRU 0011560

WORKLOAD STATISTICS:

<u>Measures for Recruitment*</u>	<u>FY 10-11</u>
Number of applicants processed	2416
Number of recruitments processed	31
Number of eligibles on employment list	224
Number of new hires	34
Number of promotions/transfers	5

*as of 5/2/11

KEY ACHIEVEMENTS FOR 2010-11:

- Completed selection process, approval and contracts for a Human Capital Management System
- Realignment of city departments
- Vacancy management

KEY GOALS FOR 2011-12:

- Labor Negotiations
- HCMS Implementation

SIGNIFICANT CHANGES:

- Reduction of hourly FTE in training and development.

PROGRAM: WORKERS' COMPENSATION
FUND: SELF INSURANCE
PROGRAM GROUP: WORKERS' COMPENSATION

ACCT NO. 6111520

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$96,409	\$98,320	\$109,072	\$99,667
MAINTENANCE & OPERATIONS	2,097,837	1,497,713	1,732,432	1,896,890
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$2,194,246	\$1,596,033	\$1,841,504	\$1,996,557
FULL TIME POSITIONS	1.00	1.00	0.85	0.85
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

MISSION STATEMENT:

People are our priority...We promote the development, well-being, and success of employees and the organization.

PROGRAM ACTIVITIES:

Workers' Compensation Claims and Administration

- This fund is utilized to provide payment for medical, indemnity, and defense expenses incurred as the result of occupational injuries and illnesses. It is also utilized to pay for related administrative and insurance expenses.

PERFORMANCE MEASURE:

- Average lost days per claim = 11.5 (for the period of 07/01/09 – 06/30/10).

KEY GOALS FOR 2010-11:

Top Quality Services

- Continue to improve systems to monitor lost days of work, share data with management, and make recommendations to reduce the number of days an employee is out of the workplace.

SIGNIFICANT CHANGES:

None

PROGRAM: SELF-INSURED BENEFITS
FUND: INTERNAL SERVICE
PROGRAM GROUP: SELF-INSURED BENEFITS

ACCT NO. 6131520

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$81,947	\$126,667	\$0	\$195,465
MAINTENANCE & OPERATIONS	894,180	832,359	951,560	902,800
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$976,127	\$959,026	\$951,560	\$1,098,265
FULL TIME POSITIONS	0.00	0.00	0.00	0.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

MISSION STATEMENT:

People are our priority...We promote the development, well-being, and success of employees and the organization.

PROGRAM ACTIVITIES:

This fund is used to pay dental and life insurance premiums for all employees.

SIGNIFICANT CHANGES:

None

PROGRAM: INFORMATION TECHNOLOGY
FUND: INTERNAL SERVICE
PROGRAM GROUP: INFORMATION TECHNOLOGY

ACCT NO. 640XXXX

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$2,452,116	\$2,489,090	\$3,070,888	\$3,169,545
MAINTENANCE & OPERATIONS	2,977,827	2,726,047	2,517,675	2,637,622
CAPITAL OUTLAY	362,235	756,280	312,012	492,121
GRAND TOTAL	\$5,792,178	\$5,971,417	\$5,900,575	\$6,299,288
FULL TIME POSITIONS	23.50	23.00	22.50	22.50
HOURLY/FTE POSITIONS	0.50	1.00	1.00	1.00

MISSION STATEMENT:

Connecting Carlsbad through information and technology services and partnerships.

PROGRAM ACTIVITIES:

Keep things Running: Technology Maintenance & Operations Activities:

- Ensure all city computers and city telecommunication networks remain operational with minimum downtime.
- Guarantee availability and security of city network computer resources (staff and public).
- Provide support for all standard city applications.
- Ensure that the city receives the best value for technology goods and services – the right services, at the right level, at a competitive price.

Increase Capabilities: Technology Innovation and Implementation Activities:

- Meet the information needs of the users through deployment of effective technology to increase productivity, collaboration and communication.
- Enhance the city's Internet site for improved online access to information and services with residents, business and visitors.
- Improve viability and relevance of departmental information for analysis and decision making.

WORKLOAD STATISTICS:

IT Help Desk Services	FY 2010
Total number of help tickets opened for the year	6,534
Average number of help tickets opened per month	544
Tickets by Priority Level	
Urgent	2.0%
High	41.1%
Medium	21.7%
Low	9.8%
Solved at time of call to help desk (regardless of priority)	24.6%

KEY ACHIEVEMENTS FOR 2010-11:

- Utilize technology to drive efficiencies and improve service delivery
 - Ongoing deployment of the new Human Capital Management solution
 - Enhance network performance, security and adaptability
- Improve how city teams collaborate and share information
 - Create centralized web sites where teams share documents and capture relevant project information. Team sites being used today include CIP budgeting, I-5 widening, Carlsbad Boulevard Realignment and Customer Relationship Management
- Demonstrate continued cost reduction and service level improvement through strategic outsourcing of information technology solutions and services.

PROGRAM: INFORMATION TECHNOLOGY
FUND: INTERNAL SERVICE
PROGRAM GROUP: INFORMATION TECHNOLOGY

PAGE TWO

ACCT NO. 640XXXX

KEY GOALS FOR 2011-12:

- Continue the expansion of the Business Intelligence / Data Warehouse program --- The use of data warehouse technology can improve access to meaningful information and provide analytical tools that can help in making well informed decisions.
- Further modernization of the city's network infrastructure --- This effort includes enhancement of city security infrastructure and core technology access systems.
- Strengthen IT asset management processes --- help create a more comprehensive view of the entire portfolio of technology resources and infrastructure.
- Improve IT service delivery --- implement a consistent and comprehensive methodology for IT Service Management.
- Continue Human Capital Management System (HCMS) implementation --- When implemented, this system will improve the way we work by automating many processes, providing the information needed to make strategic decisions and by providing actionable information that helps the city fulfill its HR strategy.
- Focus strategic attention to long-term cost optimization --- The IT department will continue to focus on ways to streamline operations and thus ensuring the most efficient use of resources. Options include better scrutiny of business cases and better estimations of costs, better benchmarking and chargeback systems.
- Improve security of information --- The protection of information assets will be achieved through both policy creation and employee awareness.

SIGNIFICANT CHANGES:

None

PROGRAM: MISCELLANEOUS NON-DEPARTMENTAL
 FUND: GENERAL
 PROGRAM GROUP: NON-DEPARTMENTAL

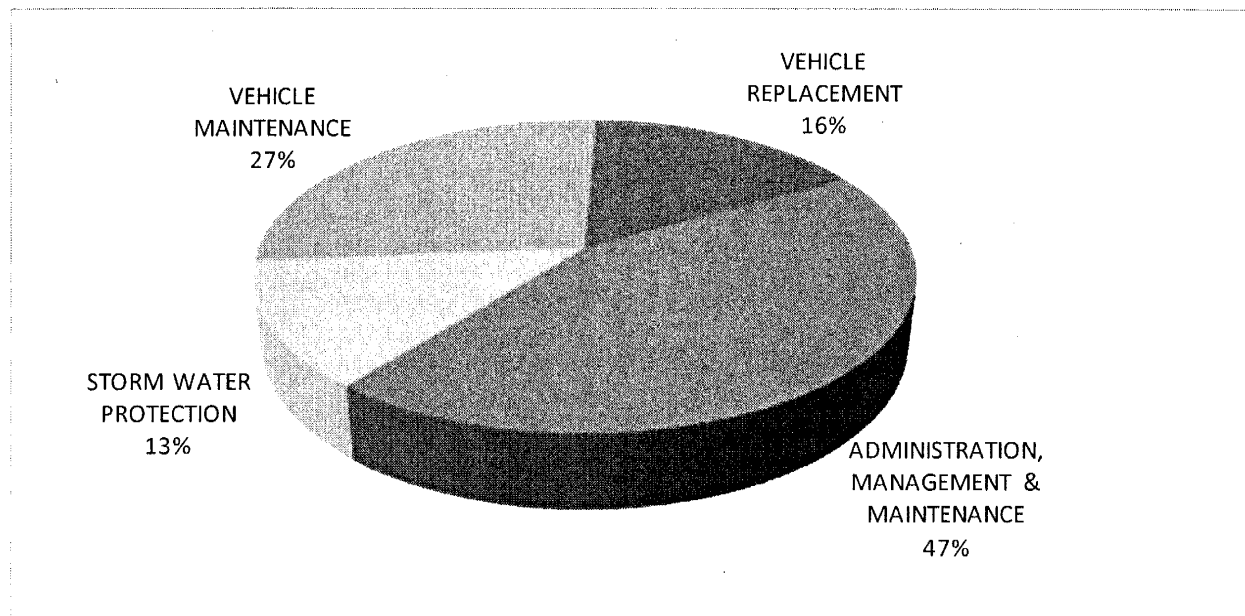
ACCT NO. 001-VARIOUS

GENERAL FUND	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ADOPTED BUDGET	2011-12 ADOPTED BUDGET
Miscellaneous Non-Departmental Expenditures				
Beach Parking	\$1,323	\$1,483	\$0	\$0
Community Contributions	649,645	22,000	0	33,640
Disaster Preparedness	16,412	0	0	0
Dues and Subscriptions	58,115	55,081	73,800	55,000
Legal Services	102,612	42,231	160,000	80,000
Management Incentive Pay	0	0	0	0
Professional Services	258,362	428,523	152,500	88,000
Other Miscellaneous Expenditures	0	0	6,066	0
Other Personnel	0	0	0	0
Property Tax and Other Administration	624,525	660,807	670,000	750,000
Total Miscellaneous Non-Departmental Expenditures	1,710,994	1,210,125	1,062,366	1,006,640
Transfers				
Hosp Grove Debt Service	90,000	0	0	0
Infrastructure Replacement Fund	7,800,000	6,538,000	7,175,000	7,382,000
Miscellaneous Transfers Out	319,445	3,137,463	0	0
Transfer to Golf Course: Debt Service	0	0	0	1,110,750
Transfer to Golf Course: Operating Subsidy	0	0	0	295,000
Transfer to LLD #1 (Medians & Trees)	0	0	253,850	473,000
Transfer to Storm Water Program	154,273	177,000	207,000	215,000
Total General Fund Transfers	8,363,718	9,852,463	7,635,850	9,475,750
Total General Fund Non-Departmental	\$10,074,712	\$11,062,588	\$8,698,216	\$10,482,390
Council Contingencies				
Contingencies (Adopted budget)	0	0	500,000	500,000
GENERAL FUND TOTAL	\$10,074,712	\$11,062,588	\$9,198,216	\$10,982,390

PROGRAM:	PROPERTY & ENVIRONMENTAL MANAGEMENT
FUND:	VARIOUS
PROGRAM GROUP:	PROPERTY & ENVIRONMENTAL MANAGEMENT

SUMMARY

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$4,396,602	\$4,322,105	\$3,767,462	\$3,871,993
MAINTENANCE & OPERATIONS	4,044,054	3,830,465	5,174,480	5,167,049
CAPITAL OUTLAY	1,557,637	1,171,333	1,260,000	1,670,065
GRAND TOTAL	\$9,998,293	\$9,323,903	\$10,201,942	\$10,709,107
FULL TIME POSITIONS	43.05	43.25	41.60	39.60
HOURLY/FTE POSITIONS	1.34	1.34	1.84	1.84



PROGRAM: PROPERTY & ENVIRONMENTAL MANAGEMENT
FUND: GENERAL
PROGRAM GROUP: PROPERTY & ENVIRONMENTAL MANAGEMENT
 ACCT NO. 0015xxx

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$3,236,471	\$3,119,106	\$2,485,931	\$2,520,948
MAINTENANCE & OPERATIONS	1,677,330	1,398,645	2,316,484	2,217,583
CAPITAL OUTLAY	154,687	120,118	0	0
GRAND TOTAL	\$5,068,488	\$4,637,869	\$4,802,415	\$4,738,531
FULL TIME POSITIONS	29.15	29.40	28.00	26.15
HOURLY/FTE POSITIONS	0.84	0.84	1.34	1.34

WORK PROGRAM:

Provide administrative support and strategic direction for the Property & Environmental Management (PEM) Department. Develop strategic and operating goals for the Department. This group includes PEM Administration and Facilities Maintenance. Real Estate and Environmental Management functions are handled by PEM Administration staff.

PROGRAM ACTIVITIES:

PEM Administration

Administration

- Provide administrative guidance and leadership to PEM staff.
- Develop strategic goals and operational plans for PEM Divisions.
- Develop standard operating procedures for PEM Divisions.
- Meet with internal and external stakeholders and develop relationships.

Real Estate Management

- Provide strategic direction to city on issues related to land, property and facility acquisition.
- Negotiate over purchase or sale of assets for the city.
- Manage city's real estate portfolio.
- Manage city property leases including cell site leases.

Environmental Management

- Provide leadership and coordination citywide related to compliance with Habitat Management Plan (HMP) regulations, manage the budget, coordinate Preserve Steward contract, ensure annual reporting is completed and submitted on time, participate regionally where appropriate.
- Assist the city in implementing the Sustainability Guiding Principles. Research and monitor upcoming air regulations, promote sustainable decision-making, and evaluate the efficacy of new programs related to energy efficiency, renewable energy generation, greenhouse gas emission monitoring, and other energy conservation issues.

Facilities Maintenance, Custodial Services and Contracts

- Perform repairs and alterations as required to maintain and operate city facilities at a professional level.
- Perform emergency repairs to eliminate hazards or unsanitary conditions and reduce liability.
- Remodel and/or renovate city facilities to accommodate programmatic changes for city departments.
- Provide assistance in the relocation of staff and/or office furnishings as required.
- Implement and manage a preventative maintenance program for major mechanical systems, roofing, and painting.
- Provide professional level custodial services for all city facilities by using a combination of city staff and contract services.
- Prepare and administer contracts for all building maintenance services.

PERFORMANCE MEASURES (Facilities Maintenance Only):

Overall Ratings

- Benchmark
Ninety percent (90%) of ratings are at or above 7 on a 10-point scale.
Result
Ninety percent (90%) of ratings were at or above 7 on a 10-point scale.

Cost Per Square Foot

- Benchmark
Carlsbad Facilities maintenance cost per square foot will be close to the National Benchmark for facilities. (\$8.57 is National Benchmark adjusted for California.)
Result
Carlsbad Facilities maintenance cost per square foot is \$6.38.

Internal Surveys

- Benchmark
Ninety percent (90%) of internal surveys returned indicate overall service by Facilities Maintenance as good to excellent in all survey categories.
Result
Ninety four percent (94%) of internal surveys returned indicated the overall service by Facilities Maintenance as good to excellent in all survey categories.

SIGNIFICANT CHANGES:

- A total of 0.15 full-time positions have been reallocated to PEM Administration to better reflect each division's workload.
- A total of 2.0 full-time custodian positions have been eliminated as a result of the city's reorganization efforts.

PROGRAM: STORM WATER PROTECTION
FUND: SOLID WASTE ENTERPRISE
PROGRAM GROUP: PROPERTY & ENVIRONMENTAL MANAGEMENT
ACCT NO. 5215110

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$546,124	\$547,459	\$589,753	\$640,404
MAINTENANCE & OPERATIONS	544,467	520,048	704,348	764,589
CAPITAL OUTLAY	0	0	0	3,565
GRAND TOTAL	\$1,090,591	\$1,067,507	\$1,294,101	\$1,408,558
FULL TIME POSITIONS	6.05	6.05	6.05	6.05
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

Provide leadership and coordination for citywide Storm Water Program and; maintain compliance with the Existing Development section of the Municipal Storm Water Permit issued by the San Diego Regional Water Quality Control Board through the following program activities:

PROGRAM ACTIVITIES:

High Threat to Water Quality Industrial/Commercial Inspections

Businesses must be prioritized by threat to water quality. High threat to water quality facilities are inspected at frequencies required by the permit. Follow-up with non-compliant sites is required during and after inspections.

Water Quality Monitoring

The permit requires co-permittees to conduct several monitoring programs under the Receiving Water and Urban Runoff Monitoring and Reporting Program section of the Permit. Those that impact the department the most with heavy workload include the Coastal Storm Drain Monitoring Program (CSDMP), the Dry Weather Monitoring Program, and attending regional workgroup meetings on these and other water quality monitoring programs. Municipal Separate Storm Sewer (MS4) outfall and Source Identification programs have presented additional workload.

Education/Outreach and Public Participation

The Permit requires the city to conduct educational efforts and outreach to the public and targeted audiences regarding topics listed in the permit. Outreach to municipal staff is intended to inform and educate employees and city contractors on the requirements imposed on all municipal facilities and operations.

Illicit Connection/ Illegal Dumping (IC/ID)

Permit requirements include the investigation of potential illicit connection/illegal dumping incidents in the city and the management of a public hotline.

Municipal Program

The Permit requires that all existing municipal facilities be inspected annually, with programs reviewed and modified as needed to prevent or reduce the pollutants in runoff. This evaluation includes review of: Pollution Prevention practices, identifying all sources of pollutants, implementing Best Management Practices, and maintaining all storm drain system facilities and structures. The Permit also requires review of pesticide, herbicide, and fertilizer use at all municipal facilities. The Storm Water Protection Program coordinates the municipal program through the Storm Water Committee, manages the municipal facility inventory, and oversees the contract to conduct municipal inspections, but compliance activities are the responsibility of individual departments performing activities.

PROGRAM ACTIVITIES (continued):

Watershed Participation and Lead Coordinator

The permit requires the City of Carlsbad to participate in watershed activities with neighboring cities. Activities are focused on reducing MS4 contributions of high priority pollutants. The City of Carlsbad also stepped up to become the Watershed lead for the Carlsbad Watershed and currently manages a Watershed Coordinator contract. As the lead, the city also participates in the Regional Watershed Lead Committee as well as the Regional Program Planning Committee.

City Representation

The Storm Water Protection Program staff represents the city at Regional Water Quality Control Board meetings, Committee meetings, watershed meetings, regional TMDL meetings, regional Outreach and Education meetings, regional monitoring meetings, Coastal Monitoring program meetings, Dry Weather Program meetings and other Committee workgroup meetings.

Annual City Report Writing

Program staff is responsible for the annual preparation of three major reports – the annual Jurisdictional Urban Runoff Management Program (JURMP) report, the annual Watershed Urban Runoff Management Plan (WURMP) report, and the Coastal Storm Drain Monitoring Program annual report. In addition, this department coordinates the writing of the new JURMP and WURMP documents that are due at the beginning of each permit cycle.

KEY ACHIEVEMENTS FOR 2010-11

Environmental Management

- Continued coordinating citywide compliance with permit and department specific compliance with existing development requirements.
- Continued to roll out new programs per new permit requirements.
- Continued responsibility for coordinating, writing and editing the JURMP annual report, WURMP annual report, and contributing to other regional reports.
- Continued lead responsibility for the Carlsbad Watershed.
- Successfully transitioned from RFA to Permits Plus for tracking complaint response and follow-up activities.
- Successfully provided clean water quality monitoring data and justification to the RWQCB for the de-listing of 3 pollutants: the Pacific Ocean in Carlsbad for bacteria, Agua Hedionda Lagoon for sediment, and Agua Hedionda Lagoon for bacteria, thereby preventing orders restricting Total Maximum Daily Load (TMDLs) for pollutants.
- Regional participation in developing Long Term Effectiveness Assessment (LTEA), a requirement of the National Pollutant Discharge Elimination System (NPDES) Municipal Permit due June 2011.
- Regional participation in developing Report of Waste Discharge (ROWD), a requirement of the NPDES Municipal Permit due June 2011.

KEY GOALS FOR 2011-12

- Continue coordinating compliance with the city's NPDES Municipal permit.
- Continue streamlining programs and improving efficiencies where possible.
- Continue Watershed participation in the Beaches and Creeks Bacteria TMDL.
- Continue regional participation in general TMDL preparation
- Help maintain recreational water quality in Carlsbad to support lifestyles of residents and visitors and associated economy

SIGNIFICANT CHANGES:

Reallocated the following positions to or from the Storm Water Protection Program based on time spent on storm water related issues:

- -0.2 FTE (0.1 for 2 staff) Environmental Specialist I position to allow for time spent on other environmental (non-Storm Water related positions).
- +0.1 FTE Property and Environmental Management Director for time spent directly on Storm Water related issues.
- +0.1 FTE Management Analyst for time spent directly on Storm Water related issues.

PROGRAM: VEHICLE MAINTENANCE
FUND: INTERNAL SERVICE
PROGRAM GROUP: PROPERTY & ENVIRONMENTAL MANAGEMENT
ACCT NO. 6205460

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$614,007	\$655,540	\$691,778	\$710,641
MAINTENANCE & OPERATIONS	1,818,680	1,900,767	2,103,648	2,134,877
CAPITAL OUTLAY	7,604	19,960	0	0
GRAND TOTAL	\$2,440,291	\$2,576,267	\$2,795,426	\$2,845,518
FULL TIME POSITIONS	7.85	7.80	7.55	7.40
HOURLY/FTE POSITIONS	0.50	0.50	0.50	0.50

WORK PROGRAM:

Fleet Operations is an Internal Service fund within the city, which provides repair and maintenance services for city-owned vehicles and equipment operated by city departments. Fees developed on a cost recovery system based on a per-mile/hour charge by class of vehicle generate revenues for this department. This program involves all facets of vehicle repair, maintenance, and parts; ensures that adequate supplies of fuel and oil are available to operating departments, and administers the collection and disposal of hazardous waste generated by city departments. The 'in-service' fleet is comprised of 366 vehicles and 149 other pieces of equipment.

PERFORMANCE MEASURES:

Maintenance Costs

- Benchmark
Costs equal to or lower than National estimates for equivalent classes of vehicles.
Result
8 of 9 vehicle classes met the benchmark.

Unit Availability

- Benchmark
95% of fleet units are available to meet city needs.
Result
98% of fleet units are available to meet city needs.

Internal Surveys

- Benchmark
90% of internal surveys returned indicate overall service by Fleet Maintenance as good to excellent in all survey categories.
Result
97% of internal surveys returned indicated the overall service by Fleet Maintenance as good to excellent in all survey categories.

PROGRAM ACTIVITIES:

Repair and Maintenance

- Provide routine preventative maintenance and repairs for the fleet; inspect vehicles required for the Biannual Inspection of Terminals (BIT) and smog programs; sublet repairs to vendors as necessary; make road calls for units disabled in the field.

PROGRAM ACTIVITIES (continued):

Auto Parts

- Secure needed items for the maintenance and repair of the fleet through cooperative buying with other cities or through State Net Discount; provide a perpetual inventory and automatically reorder quantities through the automated management system.

Fuel and Oil

- Secure the necessary fuel and lubricating oil stocks through cooperative buying contracts with other agencies; maintain sufficient stock on hand for emergencies; continue to supply fuels to Encina Wastewater Authority and Carlsbad Unified School District; monitor fuel tanks in accordance with State and County regulations.

KEY GOALS FOR 2011-12:

- Expand use of new Fleet Management software to include vehicle condition reporting and replacement projection capabilities.
- Establish appropriate controls with vendors to improve labor rates and parts mark-up for vehicles and equipment which is outsourced for repairs.
- Continue professional development of Vehicle Maintenance technicians to ensure a well-trained, responsive work force.

SIGNIFICANT CHANGES:

None

PROGRAM: VEHICLE REPLACEMENT
FUND: INTERNAL SERVICE
PROGRAM GROUP: PROPERTY & ENVIRONMENTAL MANAGEMENT
ACCT NO. 6215461

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$0	\$0	\$0	\$0
MAINTENANCE & OPERATIONS	3,577	11,005	50,000	50,000
CAPITAL OUTLAY	1,395,346	1,031,255	1,260,000	1,666,500
GRAND TOTAL	\$1,398,923	\$1,042,260	\$1,310,000	\$1,716,500
FULL TIME POSITIONS	0.00	0.00	0.00	0.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

This program sets a replacement charge for each piece of equipment in the city's motorized rental fleet with a value of \$10,000 or greater. This includes the determination of the useful life of individual units set forth in Administrative Order No. 3; the development of proper specifications to suit users' needs; outfitting of new units before being placed into service; and preparing replaced units for sale at auction or to interested public agencies or special districts. The replacement of units enables the city to meet clean air requirements of the San Diego Basin and ensures a more cost-effective fleet.

PROGRAM ACTIVITIES:

Fund Maintenance

- Calculate future acquisition costs for units costing \$10,000 or more in the fleet and establish an average replacement charge by unit class.

Specification Writing

- Write specifications for the purchase of replacement units combining the needs of the users and limitations of the city's budget.

Purchase and Disposal

- In partnership with the Finance Department, buy replacement units through the public bid process or in cooperation with other public agencies through cooperative purchasing programs. Arrange for the public auction of replaced units or sell them to other interested public agencies or special districts.
 - Of the 88 units that met age, mileage or both replacement criteria, only 27 were selected for replacement.
 - 3 units were downsized.
 - 1 unit will be refurbished to extend its useful life in lieu of outright replacement.
 - 5 units are being removed from the fleet entirely.
 - Continuing a practice begun in FY 2009-10, a Vehicle Condition Report tool is being used by Fleet Management to determine which vehicles meeting either age or mileage criteria should be considered for replacement. As a result of this tool, several vehicles which would have been recommended for replacement in previous years were instead recommended for deferment for at least one more year.

SIGNIFICANT CHANGES:

None



PROGRAM: COMMUNITY DEVELOPMENT
FUND: VARIOUS
PROGRAM GROUP: VARIOUS

SUMMARY

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 BUDGET	2011-12 BUDGET
PERSONNEL	\$7,792,581	\$7,453,173	\$7,220,974	\$7,168,923
MAINTENANCE & OPERATIONS	10,770,656	12,996,704	10,563,908	10,113,562
CAPITAL OUTLAY	13,933	4,422,210	0	0
GRAND TOTAL	\$18,577,170	\$24,872,087	\$17,784,882	\$17,282,485
FULL TIME POSITIONS	67.00	67.00	65.00	63.00
HOURLY/FTE POSITIONS	3.14	3.14	3.64	3.64

